UNV STRATEGIC FRAMEWORK: 2014-2017

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Contents

I.	**Introduction**

1. The United Nations Volunteers (UNV) programme was established by the United Nations General Assembly (GA) in December 1970 through resolution 2659 (XXV). It began operations in January 1971, administered by the United Nations Development Programme (UNDP). UNV was created as the GA acknowledged that, "voluntary service in development assistance activities… can make a substantial contribution to their success by the provision of an additional source of trained manpower." UNV was to work, "within the United Nations System in collaboration with the United Nations agencies concerned and in co-operation with organizations dealing with national and international volunteer service and, where appropriate, with relevant youth organizations."

2. Once primarily a provider of volunteers to the United Nations (UN) system in support of programme countries, UNV has evolved greatly over the past 42 years in terms of the size and spread of its mandate, results and activities[1], driven by the changing external environment for peace, development and the eradication of poverty, by the wider acknowledgment of the role of volunteerism globally and by intergovernmental legislation[2]. Executive Board decision 2006/18 confirmed UNV's business model, leading to UNV being operational in three domains: (i) mobilizing volunteers to enable more people to be directly involved in humanitarian, peace building and post-conflict recovery, as well as sustainable development and poverty eradication work of the UN; (ii) advocating for volunteerism and civic engagement in peace and development; and (iii) pursuing the integration of volunteerism across policy, legislation and programming as well as delivering on internationally agreed development goals.

> **UNV Facts and Figures**
> *-- As of 2012 --*
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> - 6,807 qualified and committed UN Volunteers, from 159 nationalities, including 966 UN Volunteers below the age of 29
> - 81% of UN Volunteers are from the South, serving with 35 UN entities, in 127 countries
> - 39% of UN Volunteers are female
> - 11,037 UN Online Volunteers contributing through 16,196 online assignments
> - $220 million per annum of UNV activities, of which under 11% is considered administrative budget
> - $24 million per annum in contributions received from 32 UN Member States and other partners

3. At the heart of UNV's work is the commitment to increase the integration and recognition of the catalytic role volunteerism plays to engage people from all walks of life in national and international development efforts and peace. The contribution of volunteerism to development is particularly striking in the context of sustainable livelihoods and value based notions of well-being, because volunteering enables people to become responsible actors in their own development. Volunteerism is one of the most basic expressions of solidarity and societal

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[1] See UNDP / United Nations Population Fund (UNFPA)/United Nations Office for Project Services (UNOPS) Executive Board Report DP/2013/35, Report of the Administrator on the evolution of the role and function of UNV since its inception.
[2] Key to UNV's evolving mandate is the support to volunteering, as stated in the GA resolution 56/38 of 5 December 2001. The GA recognized UNV's contribution to supporting volunteering by promoting volunteerism, including direct placement of volunteers. This resolution broadened UNV's mandate from an exclusive focus on individual volunteer service for development and peace to one which covered all forms of volunteerism.

cohesion, often arising out of long-established traditions of sharing and reciprocal exchanges. When the values of volunteerism are structurally integrated into global efforts to eradicate poverty and sustain peace and development, volunteerism becomes a powerful means of engaging people in these challenges. Volunteerism helps transform the pace and nature of development.

4. The UN, in GA resolution 56/38, defines volunteerism as an activity undertaken out of free will, for the general public good where monetary reward is not the principal motivating factor. UNV recognizes the shared universal values underpinning volunteerism - free will, commitment, equity, engagement, solidarity, compassion, empathy and respect for others - and that these values are deeply ingrained in communities. It is a universal phenomenon that transcends boundaries, religions and culture divides; it goes by different names[3] and finds different applications in different contexts.

5. UNV is the only UN entity with capacity to mobilize large numbers of people, with appropriately assessed skills and expertise, as volunteers for field-based United Nations programmes and projects, enhanced by South-South and triangular cooperation. In 2012,UNV recruited 6,807 UN Volunteers from 159 nationalities and over 11,000 UN Online Volunteers, while leveraging many more thousands of community volunteers, who were able to contribute directly to local, national and global efforts to eradicate poverty and sustain peace and development. Of these UN Volunteers, over 80% are from countries of the global South, of which 60% are engaged in South-South cooperation. In addition, as of 2012, UNV had close to 15% young people serving as UN Volunteers.

6. To contribute to lasting impact, UNV partners with UN entities, governments, civil society, Volunteer Involving Organizations (VIOs) and the private sector to leverage volunteerism as an essential mechanism that meaningfully engages people in social, environmental and economic transformation.

II.   Global Context

7. There have been many positive results achieved with the global efforts to meet the Millennium Development Goals (MDGs). As the 2013 Human Development Report notes, "[during] the past decades countries across the world have been converging towards higher levels of human development … all groups and regions have seen notable improvements in all human development index (HDI) components, with faster progress in low and medium HDI countries. Nevertheless, national averages hide large variations in human experience. Wide disparities remain within countries of both the North and the South, and income inequality within and between many countries has been rising." Inclusive growth is essential for the achievement of the MDGs, and beyond, calling for improved involvement of people in development processes.

8. The past decades have contributed to raising awareness that development can only come from common efforts of all parts of society and individual citizens. Moreover, the consultations on the Post-2015 development agenda have demonstrated a revitalized desire for increased voice and participation of people in development efforts. People want and need to be seen as both agents and beneficiaries in achieving sustainable development and poverty eradication. Volunteerism, as a way for people to engage, is one path to inclusive dialogue on the formulation and implementation of any new global development framework. Volunteerism can play an especially important role in reducing the social exclusion that is often the result of poverty, gender, disability, ethnicity and other causes of inequality. At the same time, by promoting socially

responsible behaviour, volunteerism can complement the efforts of Governments and administrations in the provision of services and greater inclusion of marginalized groups in development processes.

9. Greater access to global markets, wider information networks, knowledge and rapidly changing information and communications technologies also represent a major opportunity for both economic growth and for people's well-being. These changes have facilitated bringing to the forefront of development the role of civic responsibility and engagement, alongside other governance issues. Participation beyond political dialogue and traditional forms translates into a stronger role for people's engagement in ensuring sustainable and responsible efforts towards equitable growth and well-being.

10. The use of new technologies and social media has had a profound effect on people's behaviour, and continues to bring the world closer together rapidly and in very innovative ways, enabling expanded reach to marginalized groups and remote communities. In countries of the global South, cell phone subscription is estimated at about 60 per cent. The rapidly growing range of technology and its expanded availability demonstrates increased opportunities to engage more people in tackling global challenges ranging from tracking food insecurity or monitoring violent conflict, to providing early warning of impending disasters and reporting election fraud. For instance, online volunteering reflects a wider range of skills and expertise that until now would have been difficult to tap into; people in the corporate private sector who want to contribute to a meaningful cause while pursuing a demanding career and including people with disabilities who would otherwise be excluded from such engagement. Innovative forms of volunteering, combining onsite and online opportunities, have an enormous potential to increase the depth and breadth of civic engagement.

11. Much remains to be done in order to achieve key development goals and to safeguard against the risk of reversal of development gains. Key issues include the inequalities and uneven access to resources that continue to exist, for example in basic social services, which are closely linked to strong local governance. In its outcome document, the High Level Forum on Aid Effectiveness in Busan 2011 emphasized the critical role that local governments play in linking citizens with government and ensuring ownership of countries' development agendas. It pledged to further support local governments to enable them to assume more fully their roles on service delivery and beyond, enhancing participation and accountability at the sub-national levels. With four of the eight MDGs focusing on health issues, and with many countries not meeting their MDG targets in these areas, improved basic service delivery through strong local governance is vital.

12. Addressing development challenges also requires a strong focus on risk and vulnerability of states and communities. Many countries have been chronically prone to conflict and have proven to be potential incubators of forms of violence and other disruptive activities. Additionally, poor and marginalized communities are often hardest hit by climate change disasters and lack of sustainable development. When looking at the assets that may help build a cohesive and stable country in such contexts, the international community focuses on two main pillars to enable peaceful coexistence within a society: effective and accountable institutions; and capable and responsible citizens. Human capital plays an important role in the areas of humanitarian assistance, crisis prevention and recovery as well as operational and capacity development support. Local people are not only the first victims but also the first responders to any crisis. Strengthening social cohesion, human security and local governance by way of engaging people, regardless of their background, age and gender, can contribute to improved resilience.

13. In all areas and regions, youth are both a major resource for development and key agents for social and economic transformation and technological innovation. Young people represent a sector of society that faces unique challenges and vulnerabilities, while also having great potential, being better educated and connected than ever before. There are currently more than 1.2 billion people between the ages of 15 and 24 in the world, the largest group of young people in history, of which over 80% live in the global South. Although youth are disproportionately affected by problems of unemployment and exclusion, at the same time they are increasingly asserting their role in tackling challenges and acting as transformational agents of change in society. All over the world, young women and men are calling for institutions to be responsive not just to their own needs but to national or global concerns -- and providing the energy, creative ideas and determination to drive reform. The global rise in prominence of young people has been accelerated by the rapid advances in technologies, connecting youth across geographical, social, religious, gender, and economic barriers.

14. Women are disproportionately impacted by poverty and their discrimination, subordination and subsequent exclusion continues to be experienced across all social classes and cultures to different degrees. Gender equality is not only a basic human right, but its achievement also has enormous socio-economic ramifications. The status of women and girls in any society is one of the best indicators of economic, social and political development. Empowering women fuels thriving economies, spurring productivity and growth. Yet gender inequalities remain deeply entrenched in most societies. A significant body of research indicates that women's empowerment and gender equality have a catalytic effect on the achievement of human development, good governance, sustained peace, and harmonious dynamics between the environment and human populations.[3] Since traditionally a high proportion of the unpaid work that supports a community has been carried out by women, there is a need to go beyond achieving recognition for the voluntary work that women are already doing, which is often disregarded or undervalued, to ensuring that this is measured.

15. In parallel with growing constraints with regard to traditional development aid and shifting trends in the financing environment, countries in the global South are emerging as significant players. A multiplicity of aid providers and non-traditional partners provides scope for new thinking on development approaches and arrangements, such as South-South and triangular cooperation, as well as working through corporate social responsibility with partnerships with private foundations and the private sector.

16. In light of the overall global context over the last several years, any theory of change used to pursue peace, development, poverty eradication and social inclusion objectives in the future must place "people" at the conception and implementation of every effort to transform society, build resilience and mitigate conflict to achieve future development solutions. Volunteerism is both an opportunity and an asset for development. It represents a tremendous resource for addressing many of the development challenges of our times and it has the potential to significantly promote broad based national ownership, inclusive participation and sustainability.

17. In this regard, the Post-2015 agenda offers an explicit opportunity to help anchor volunteerism, and the values it stands for, to the future global framework as it recognize the fact that development actions are more effective and sustainable when people are fully and freely

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[3] A transformative stand-alone goal on achieving gender equality, women's rights and women's empowerment: imperatives and key components, http://www.unwomen.org/en/what-we-do/~/media/F4AA23E30D8248B09A3E61283807A677.ashx

engaged. The contributions that people freely make in their communities in terms of their knowledge, labour, time, skills, networks and other resources must be properly factored into policies, programmes and projects. Volunteering is a tried and tested way to engage people from the bottom up in all stages of planning, implementing and monitoring of a framework requiring the efforts of all stakeholders to sustainably change people's practices, attitudes and mind-sets. As global consensus evolves to reach convergence of a new development agenda, volunteerism must be increasingly recognized as a key complementary mechanism to engage people in accountability frameworks that demand a stronger and more direct partnership between people and the state.

18. With a growing pool of motivated and skilled people, an appetite for idealism and engagement, diminishing costs of collaboration due to technology, and growing South-South and triangular flows of ideas, knowledge, and skills, people and capital can and should be globally leveraged through volunteerism.

III.   Lessons Learned

19. UNV's experience in supporting UN entities and implementing programmes and projects is that the potential of volunteerism is significantly under-utilized. A compilation of evaluations of UNV-supported projects has shown that the foremost lessons learned in UNV's programming are in the programme design stage and the challenges faced in capturing and documenting results. Because of a perception by many agencies that UNV is merely a human resource organization, UNV is often not recognized as a key stakeholder in the design of UN joint programmes, or a programmatic player in the United Natons Development Assistance Framework (UNDAF) process. A key factor in this situation is that UNV has not generally been seen as a having a programmatic strategy, with priority areas and funds that can be brought to the table during the programme development stage. A consequence of this minimal involvement in programme development is that integration of volunteerism is often superficial or absent. During the course of this Strategic Framework period, it will be paramount to shift this perception and ensure that volunteerism is embedded in the planning, monitoring and capturing of results related to the achievement of global development efforts, so as to strengthen UNV's presence in the field.

20. UN Volunteers are mobilized to work with partner UN entities in support of efforts by UN Member States and others to promote peace and development. This is done in a continuous dialogue between UNV and its partners, in order to assign UN Volunteers with the best skills match and provide other volunteer solutions to their programmes. For example, in the 2011 evaluation of the collaboration between UNV and the Department of Field Suppport (DFS) of the United Nations Department of Peacekeeping Operations (DPKO), it was noted that the "partnership has been very successful in meeting the objectives of DFS/DPKO and has contributed to the achievement of DFS/DPKO peacekeeping mandates in a number of countries, primarily through the rapid engagement of highly skilled and motivated volunteers."

21. In the course of 2001, the number of UN Volunteers exceeded 5,000 for the first time. The United Nations Development Programme (UNDP)/United Nations Populations Fund (UNFPA)/United Nations Office for Project Services (UNOPS) Executive Board expressed appreciation of this growth and reaffirmed its recognition of UNV as a facilitator of South-South exchanges and noted that UNV provided a window of opportunity for global citizens to engage as volunteers in UN activities for peace and development (Decision 2002/12). During 2005, the number of serving UN Volunteers peaked at 8,000 due to an increased demand in support of peace-keeping operations and more diversified opportunities through increased demand from

Governments to use national volunteer initiatives. In 2012, the number of UN Volunteers stood at 6,807.

22. In a recent internal review of UN Volunteer mobilization it was recognized that the factors underlying demand from partner UN entities need to be better understood. Hence, UNV will strengthen its partnership approach to UN Volunteer mobilization. At the same time, UNV recognizes the need to review the range of volunteer solutions offered to its clients. The modalities include international, national and online volunteers serving UN development projects in countries across the world, in assignments ranging from short to long term. UN Online Volunteers also serve UN and NGO clients in highly customized and flexible ways (In 2012, the number of UN Online Volunteers contributing to peace and development topped 11,000). Whereas UNV has expanded its reach through online volunteering, over the next few years there will be need to translate the knowledge and experience of working with new technologies into a more impactful and innovative methodology of bringing on board more voices from civil society on human development.

23. In addition, UNV has piloted and developed a range of volunteer initiatives that tap into the potential of youth and university volunteers, private sector volunteers and volunteer expatriate nationals in order to widen the opportunities for partners and volunteers and more effectively respond to programme needs. These initiatives will need to be strengthened and better aligned.

24. UNV is well placed to further strengthen and respond to programme needs through a strengthened South-South collaboration approach. South-South collaboration through UNV brings people from the South together to find solutions to development challenges through exchange and transfer of skills, knowledge and good practices. Through volunteerism, UNV has been able to mobilize specialized professionals from programme countries to support a wide range of technical, social and human development activities in other programme countries. UNV will need to harness this experience and reflect further on the trends in order to take the opportunities and realize the full potential that South-South collaboration brings to peace and development through volunteerism.

25. Volunteers embody key values that help improve the effectiveness of development efforts. People who volunteer care about their community and society, and feel a sense of responsibility towards the common good. Because it engages people's minds and hearts, volunteerism can thus lead to changing mind-sets and attitudes. To ensure that volunteer opportunities for value-driven people help contribute to the peace and development work of the United Nations, UNV should further look at the practicalities of the volunteer experience.   In particular, as volunteerism leverages and develops people's skills and capacities and fosters attitudes of responsible and responsive citizenship, it is key that the value added that volunteers bring to the development discourse be experienced by agencies through the way volunteers are mobilized, managed, supported and through how their contribution is captured and utilized for improved development practices. UNV will need to work very closely and jointly with partner UN entities to ensure that through the quality of assignments, volunteer management practices and volunteer learning, the added value of volunteers and volunteerism is reflected in the delivery of development results.

26. UNV has also been working on joint projects and programmes with a range of UN partners on the integration of volunteerism in development interventions at the country and regional levels. These include projects on local governance for improving service delivery, support for national volunteer schemes, including policies and laws on volunteerism, sustainable environment and

response to climate change, crisis prevention and recovery, and empowering youth. However, it is clear that some of these interventions have not been sufficiently able to translate the linkage between volunteerism and specific aspects of development into a sustainable effort at national level. This has made some of these projects lack a clear scale and results orientation to inform programmatic interventions and investments in the coming period.

27. In 2001, UNV served as the official UN focal point of the International Year of Volunteers (IYV). Governments, the UN system, civil society, private sector and other stakeholders during IYV and subsequent years sought to promote, facilitate and recognize volunteering, increasing the integration of volunteer contributions to achieve the MDGs and peace and development agendas. By 2011, as UNV marked the tenth anniversary of the IYV, over 70 countries had adopted laws or policies on volunteerism. However, detailed accounts from Governments, civil society organizations, businesses, researchers and UN entities have noted cases of insufficient national progress in implementation, owing to the lack of designated focal points, inadequate coordinating mechanisms and the need for supportive resources and policies. At the same time, volunteer action in the fields of environment, human rights protection and disaster response grew significantly. From 2000 to 2008, the volunteer sector saw a fourfold increase in the number of papers published on volunteering. In 2012, an online global public survey conducted in connection with volunteerism, showed 77 per cent of over 2,000 respondents were of the view that the impact of volunteerism was more recognized today than a decade ago. Although the full impact of this recognition is not yet known, anecdotal evidence shows clearly that progress has been made.

28. The publication of the first State of the World's Volunteerism report in 2011 highlighted the fundamental role volunteerism plays across the globe in peace and development. It also identified the gaps that exist in this regard. UNV, in collaboration with other volunteer involving organizations, will need to upscale efforts to provide evidence and knowledge in order to demonstrate the relevance of volunteerism to the new development framework.

29. In order to translate the evidence building efforts into recognition at the policy and resource levels, there will need to be strong and focused advocacy that aims at influencing and engaging with countries on successful examples where volunteerism has made a difference. To further this agenda, it will be important for UNV to build coalitions at national, regional and global levels. UNV will work in partnership with volunteer involving organizations (VIOs) to seize the spaces that have opened at the institutional and inter-governmental levels and transform them into opportunities for joint advocacy at national and community levels.

30. With regard to institutional effectiveness and efficiency, UNV undertook a comprehensive change management process in 2009-2010 that resulted in a new organizational structure and new ways of conducting business. The change process allowed UNV to redefine unit roles, increase specialization and develop mechanisms to deliver as one team. Several new tools were introduced and processes redesigned to ensure consistent application of UNDP policies and UNV standards for volunteer management. These changes have helped UNV to focus more effectively on the programmatic needs of partner UN entities at country level, as well as to increase the impact of UN Volunteers in the field, while ensuring proper allocation and management of resources. There remain some areas identified by the change process that will be addressed during this Strategic Framework period; (i) conditions of service for UN Volunteers – changing to respond to new generations of volunteers and their personal and professional growth; (ii) the Volunteer Management Cycle – new information technology based tools to facilitate the

efficient and effective global management of volunteers; and (iii) UNV's capacity to provide support at the field level to partner UN entities and UN Volunteers.

IV.   UNV Strategic Response

> **Business Value Proposition**
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> UNV provides the opportunity to (i) enable the UN system to increase voice and broaden participation of people within its work; (ii) advance the Post-2015 development agenda and Sustainable Development Goals (SDGs) by tapping the commitment, solidarity and engagement that is unique to volunteerism; and (iii) strengthen social cohesion and trust by promoting individual and collective action, that helps resolve development problems and builds trust, which contributes to local, national and global efforts to eradicate poverty and sustain peace and development.
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> With an active roster of more than 25,000 vetted, well-qualified potential volunteers, over 300,000 online volunteers and organizations, and a growing number of UN Youth Volunteers: UN Volunteers will represent a much-needed resource for UN entities, Governments and civil society to draw upon. They are a pool of talented people from across the world who are:
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> i.   willing and able to work in all development and peace situations, including some of the most difficult and remote contexts;
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> ii.   have the flexibility and ability to work with people and organizations in local communities to draw upon the synergies between local knowledge and expert solutions; and
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> iii.   constitute a flexible, cost-effective resource in ensuring scale, impact and sustainability in UN peace and development interventions, including in crisis and post-crisis situations.
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> UNV's mandate and experience also offers, through its programmes and partnerships, a strong knowledge base on the value of volunteerism, a broad and effective partnership base, especially in terms of engagement with civil society at all levels; increased capacities to enable volunteer engagement in development processes; a focus on excluded groups and populations; and opportunities to advance South-South collaboration.

31. This Strategic Framework is developed on the premise that volunteerism can foster empowerment, broad-based ownership and participation for those affected by poverty and exclusion, thus creating more stable and cohesive societies. It aims to further engage stakeholders -- including UN Member States, the UN system and VIOs-- and to partner with them in contributing to achieving globally agreed development goals related to peace and development. This Framework articulates the scope and dimensions of UNV's strategic direction, results and associated resource requirements for the period 2014-2017.

32. This is the first framework of its kind for UNV and it seeks to integrate the most recent developments in the external environment with UNV's long term efforts to meet its expanded mandate. It also focuses on UNV's efficiency and effectiveness in achieving organizational results, including leveraging and expanding the knowledge base on the role and impact of volunteering in transformational global change, and supporting development results through UN Volunteers assigned with various partner UN entities.

33. This Strategic Framework seeks to effectively respond to the expanded mandate entrusted to UNV by the international community by; (i) supporting UN entities to be more effective in

delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism into their programmes; (ii) accompanying countries to more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes; and (iii) ensuring that UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources, and engaged personnel.

UNV Vision

34. UNV's vision is a world where volunteerism is recognized, within societies, as a way for all people and countries to achieve peace and development through the simultaneous eradication of poverty and significant reduction of inequalities and exclusion.

The UNV Strategic Framework,

a. *Is developed* under the umbrella of the UNDP Strategic Plan 2014-2017, to elaborate results to be delivered by UNV during this period;

b. *Is grounded* in the notion that volunteerism is an expression of human relationships and a conducive channel for people to positively engage in their own development, resulting in more effective and sustainable development actions;

c. *Takes* into account the momentum generated by the International Year of Volunteers (IYV) in 2001, the marking of its tenth anniversary (IYV+10) in 2011 and the need for further recognition, promotion, facilitation, networking and integration of volunteerism into peace and development in the years ahead;

d. *Is informed* by UN GA resolution 67/138, recognizing that "volunteerism is an important component of any strategy aimed at … poverty reduction, sustainable development, health, education, youth empowerment, climate change, disaster risk reduction, social integration, social welfare, humanitarian action, peace building and in particular, overcoming social exclusion and discrimination". And that "volunteering, particularly at the community level, will help to achieve the development goals and objectives set out in the UN Millennium Declaration and the Millennium Development Goals";

e. *Is consistent with and guided by* GA resolution 67/226, the Quadrennial Comprehensive Policy Review, which establishes the main inter-governmentally agreed parameters of the operational activities for development of the UN system;

f. *Incorporates* UNV's leadership role in developing and promoting a youth volunteer programme, in the context of the UN Secretary-General's Five Year Action Agenda 2012-2017, and as mandated by the UN GA through resolution 31/131, which called on UNV to advance the role of youth in development;

g. *Defines* goals and strategies to deliver on the UNDP/UNFPA/UNOPS Executive Board decisions and UN GA resolutions pertaining to its mandate – in particular, resolution 52/17, which expanded the UNV mandate on raising awareness and promoting volunteerism for development;

h. **Re-states** UNV's commitment to working with the UN system to extend opportunities to the widest possible cross section of people from every region of the world to participate in the work of the UN;

i. **Includes** the reflections on volunteerism from the 2011 *State of the World's Volunteerism Report* (SWVR) and the recognition of the theme of well-being as key to sustainable development;

j. **Articulates** UNV's vision and the strategic goals the organization will pursue for the next four years, and how to achieve them; and

k. **Is accompanied** by an Integrated Results and Resources Matrix (IRRM) which translates the intent of the Strategic Framework into results.

V. UNV Strategic Priorities

> **Programmatic Priorities**
>
> - **Securing access to basic social services**
> - **Community resilience for environment and disaster risk reduction**
> - **Peace building**
> - **Youth**
> - **National capacity development through volunteer schemes**

35. This Strategic Framework intentionally directs UNV efforts and programme resources into five priority areas where volunteerism has a transformational and cumulative impact on the lives of people: (*i) securing access to basic social services; (ii) community resilience for environment and disaster risk reduction; (iii) peace building; (iv) youth; and (v) national capacity development through volunteer schemes*. During the period covered by this Strategic Framework, UNV will work through global, regional and country programmes and projects to deliver its results across these five areas, in accordance with the individual requirements of programme countries.

36. **Securing access to basic social services** and protection are at the heart of many UN entities' mandates and activities. Over time, UNV has developed solid knowledge and has learned lessons about the role and application of volunteerism in service delivery and local governance – particularly in the context of i) consultative processes to identify community needs and ii) local capacity development to localize those services and to strengthen community voice for accountability. In 2012, 10% (US $860,000) of UNV-administered funds were spent on projects in basic social services and 28% (1,934) of UN Volunteers worked in this priority area.

37. In this Strategic Framework period, UNV will leverage and mobilize its knowledge, expertise and experience to enhance the UN system's response in the area of basic social services. More specifically, UNV will focus on i) primary health care, ii) HIV/AIDS and iii) education (such as literacy and vocational training). UNV will also iv) enhance local governance to promote inclusive participation and engagement of communities in planning, implementing and monitoring local development initiatives.

38. ***Community resilience for environment and disaster risk reduction*** - The Hyogo Framework for Action explicitly recognized the added value and contribution of volunteerism to disaster risk management, particularly by bolstering the capacity and resilience of communities to respond to and prevent disasters. Closely linked to disaster risk reduction is the environment, where a number of factors underpin UNV initiatives, including the global recognition of volunteerism's role in environmental protection. UNV's experience in these areas shows that community resilience, which can be enhanced through volunteerism, is the basis of successful programmes. UNV has significant experience in this area, with 21% (US $1,880,000) of UNV-administered funds spent on community resilience for environment and/or disaster risk reduction in 2012.

39. Building on its lessons learned and responding to growing requests from UN Member States and UN entities, UNV will continue to contribute to community resilience for local climate change mitigation efforts, with a focus on i) climate change adaptation through people-centred approaches. In countries or regions severely falling short of the threshold of peace and inclusive social and economic development, it has been proven time and time again that volunteerism plays a key role. Volunteerism facilitates a strong transition between emergency relief and rebuilding productive lives, leveraging and strengthening capacities in communities faced with situations of chronic vulnerability. ii) UNV will develop innovative approaches to disaster risk reduction by harnessing the power of volunteerism to build community resilience for inclusive and coherent national disaster prevention, preparedness and risk reduction strategies.

40. ***Peace building*** is a key area where, since the early 1990's, UNV has played an integral part in supporting the implementation of Security Council mandated peace keeping and special political mission mandates, including support to peace building offices. The 2009 Secretary-General's Report on Peace Building in the Immediate Aftermath of Conflict encouraged UNV to continue to support special political and peace building initiatives, in particular with the aim to help strengthen national civilian capacities to impact the sustainability of peace building. In 2012, UN Volunteers constituted over 30% of the international civilian capacity within the 18 peace keeping and peace building missions where UNV is engaged – representing over 40% of UN Volunteer assignments globally. Throughout, UN Volunteers have been deployed in key implementation and capacity building roles within the context of, for example, human rights monitoring, local institutional capacity support, democratic governance, and operational technical support.

41. In response, UNV will work with partner UN entities in i) expanding its role to further engage communities within the context of UN peace keeping, peace building and political missions, ii) contributing to building both local and national capacities, and the compact between states and its citizens and iii) rebuilding mutual trust between its citizens. Particularly where local and national UN Volunteers can, they will build on the community based focus and presence. In a politically and socially non-threatening manner, iv) UN Volunteers will effectively serve, for long and short-term assignments, as catalysts for civic engagement, promote community level dialogue, and build confidence, trust and social cohesion within communities. UNV will continue to provide v) support to emergency relief efforts, vi) early and long-term recovery leveraging expertise ranging from protection, logistics, water and sanitation to camp management and vii) human rights monitoring and community resilience through voluntary action.

42. ***Youth*** - In 2012, UNV supported thirteen national youth programmes and schemes, including regional youth programmes in the Arab States and Africa, and deployed thousands of young international UN Volunteers through university and intern initiatives. Recognizing the enormous potential of young people to contribute positively to their societies, UN Secretary-General Ban

Ki-Moon, in his Five-Year Action Agenda (2012-2016), announced a specific measure to "create a UN youth volunteers programme under the umbrella of UN Volunteers."

43. In response, UNV launched a new Youth Volunteering Strategy and a UNDP/UNV Youth Trust Fund in 2012, to further engage in global advocacy and partnerships for youth volunteerism, and strengthen the capacity of nationally- and regionally-owned youth volunteer schemes. To help operationalize the youth strategy, a new flagship programme will be launched in 2014, with the following objectives: (i) engage in global advocacy and partnerships for youth volunteering; (ii) provide capacity development to nationally- and regionally-owned youth schemes, including policy support to partners; and (iii) establish a UN Youth Volunteering modality to enhance the role youth play as agents of change in the work of the UN, while providing these volunteers opportunities for growth and development.

44. *National capacity development through volunteer schemes* - UNV has been and continues to be a catalyst and multiplier for volunteerism. Through UN Volunteers and UNV projects, as well as UNV assisted volunteerism schemes, collaborations and networks, hundreds of thousands of volunteers have engaged with communities. To this end, the development of volunteer schemes to promote the contribution of volunteerism constitutes an important platform for nationally-led and -owned multi-sectoral development and peace programmatic interventions. In 2012, 12% (US $1,111,000) of UNV-administered funds were spent on national capacity development through volunteer schemes in eight countries. This experience has led to a growing demand from UN Member States for UNV to support the establishment of national volunteer schemes to address specific development challenges.

45. Historically, governments, civil society and the corporate private sector have all played important roles in ensuring support for volunteerism as a strategy for building civic participation and addressing peace and development goals. Three key factors have traditionally been taken into account: a favourable policy and regulatory framework; recognition and promotion of volunteerism for peace and development; and committed national leadership. Based on the experience in this area, and as per its mandate, UNV will expand its support to programme countries i) by assisting in the initiation of new national and subnational schemes, and ii) by enhancing the capacity of local partners to mobilize and manage volunteers more effectively.

46. Cross-cutting considerations will focus on the sustainability of UNV-supported development efforts through a human rights based approach to programming. Specific focus will be on i) ensuring commitment to gender equality, ii) recognizing the role of women as a driving force for peace and development efforts, and iii) promoting societal transformation across all areas of programme delivery. Through this Strategic Framework, UNV will also strive to specifically ensure gender balance in all its operational engagements, especially among UN Volunteers deployed. UNV programming will ensure commitment to gender equitable outcomes, and will review institutional processes to ensure that opportunities for volunteering, and in all its work, are open to both women and men equally.

VI.	**UNV Results**

> **UNV Inputs**
> *-- By the end of 2017 --*
>
> - Increase UN Volunteers to 10,000, including 3,000 UN Youth Volunteers
> - Maintain the proportion of more than 80% of UN Volunteers from the South
> - Increase percentage of female UN Volunteers in non-family duty stations to 35%
> - Double UN Online Volunteers to 22,000
> - Increase contributions received in contributions from UN Member States and other partners to US $50 million per annum
> - US $300 million per annum of UNV activities, of which 8% is considered administrative budget

47. UNV results contain two interrelated components: (i) programme results, which elaborate UNV's contribution to country-owned peace and development results; and (ii) institutional effectiveness, which outlines the institutional processes, organizational resources and systems which enhance UNV's accountability for results. These components help UNV's envisaged development impact.

48. This Framework is developed in accordance with United Nations Development Group (UNDG) results-based management principles. UNV will be directly and fully accountable for (i) delivering on outputs of the programme results and (ii) delivering organizational effectiveness and efficiency, including stewardship of the resources with which it is entrusted and monitoring, evaluating and reporting on achievements and challenges.

A. Development Impact

Societies become more cohesive and stable with enhanced collective well-being

49. UNV's envisioned development impact is to bring more people to actively engage with peace and development actions globally. When people, as volunteers from different backgrounds, genders and ages are placed in peace and development interventions, they individually and collectively contribute to building capacities for delivering peace and development results. With more volunteers and volunteerism being better integrated into development processes, societies will become more cohesive and stable, with enhanced collective objectives and well-being. This Strategy intentionally focuses UNV programmatic efforts in five key areas; four thematic ones which directly contribute to Outcome 1 and one that contributes directly to Outcome 2. Through deliberate and considered partnerships with UN entities, UNV will leverage and mobilize its technical expertise and knowledge, through all UN Volunteer modalities, to effect transformational impact and change in communities. By helping to strengthen the capacities of UN entities to deliver sustainable results, and by accompanying National Governments to create enabling environments for more people to come together to eradicate poverty, sustain peace and address development inequalities, UNV will contribute to more equitable and broad based development progress.

B. Programme Results

Programme Outcome 1 - UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes

50. This outcome focuses on harnessing the power and value added that people, through volunteerism, bring to strengthening the delivery of more sustainable and impactful development results. The work of the United Nations system touches the lives of millions of people across the world, hundreds of National Governments and thousands of partners. Working in collaboration with UN entities, through this outcome, UNV will assist UN entities to advance the global development agenda, increase effectiveness, and achieve national outcomes. In building on its particular strengths, UNV will bring to the UN system the ability to provide innovative and professionally managed talent solutions, with appropriately assessed and supported skills and expertise, for field-based United Nations entities. These will be enhanced by South-South and triangular cooperation which UNV facilitates through volunteerism. UNV will also bring the ability to respond to grassroots mobilization and expand inclusion through civic engagement in global development. Finally UNV will bring to the system the capacity to harness the potential of volunteerism to secure progress in four priority areas: i) access to basic social services,ii) community resilience for environment and disaster risk reduction, iii) peace building, and iv) focusing on youth.

51. Mobilization of UN Volunteers in support of the UN system's country-level activities remains a key outcome for UNV during 2014-2017. UNV will ensure a stronger focus on the UN demand side, by more closely engaging UN entities at global, regional and country levels. This engagement will need to explore innovative ways to leverage volunteerism in strengthening the UN's ability to deliver results in those areas where lessons clearly reflect a significant need for transformative solutions. Closer collaboration and joint planning will be essential if success in these areas is to be achieved in national, regional and global intiatives. New standard operating procedures and demand forecasts will be developed, to provide effective guidance to both UNV and partner UN entity field staff to leverage volunteerism and UN Volunteers. Current engagement with the UN system also indicates a need for UNV to expand the scope of volunteer modalities to include youth volunteers and to generate outreach to corporate private sector volunteering.

52. The innovative engagement of diasporas, corporate private sector volunteering efforts and volunteers from all backgrounds will always focus on the development of national capacities, promotion of South-South collaboration and exchange of relevant knowledge. UNV will also pursue gender equality in a number of UN Volunteer assignments, as well as proactively attempt to recruit volunteers according to non-stereotypical gender roles and provide sufficient opportunities for female leadership, including where UNV will expand opportunities for young people to volunteer.

53. UNV will expand the global reach of the UNV Online Volunteering service and explore innovative methods to ensure the broadest possible participation by all members of society. To harness this largely untapped and vast resource for peace and development, UNV will further pilot, and where possible scale up, diverse forms of online and mobile volunteering. This will entail developing new operational partnerships with other VIOs that are operating virtually.

54. UNV will develop new thematic global programmes and projects, fully consulted with and agreed by UN Member States, within UNV's priority areas of: i)securing access to basic social services; (ii) community resilience for environment and disaster risk reduction; (iii)peace building and peace keeping; (iv) youth; and (v) national capacity development through volunteer schemes.

55. These new thematic global programmes and projects will develop a UNV results base, which can be tracked and monitored through the UN Volunteers themselves reporting directly to UNV. All programmes and projects will be systematically evaluated at the end of the Strategic Framework period, providing a solid foundation of experience for the development of a successor Framework for 2017-2023. The new programmes and projects will create a stronger UNV regional presence, build closer ties with the relevant partner UN entities in the region and become flagship programmes for the organization, with a UNV-specific results base.

56. Only with high quality and well-supported UN Volunteers is it possible for UNV to effectively deliver on its mandate. Therefore, UNV will manage a value-driven talent pool of global citizens who want to engage as volunteers in the work of the UN. To this end, UNV will also implement a volunteer learning strategy, emphasizing knowledge generation, sharing and learning to promote and enhance the quality and impact of the volunteer experience and to ensure that the necessary skills and expertise are harnessed for both the work of the UN, as well as for the individual development of UN Volunteers.

Programme Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes

57. This outcome focuses on the complementary roles of public institutions and people to contribute to peace and development results. It also links the implementation of and reporting by UN Member States on their commitments within inter-governmental fora with volunteerism as a means for expanding people's spaces and voices at all levels.

58. Given the critical gaps in the evidence base for the contributions of volunteerism to peace and development, a key focus during this Strategic Framework period will be to work with partners from academia and from other VIOs to develop a global research agenda on volunteerism, building collaboration and cultivating research in the South, continuing publications of *SWVRs*, and increasing measurement of volunteering at national levels, especially in developing contexts.

59. UNV will also examine capacity-development activities for Governments and civil society, including the set-up and strengthening of national and regional volunteer schemes, and offer advisory services for the establishment of enabling environments for volunteerism and conducive legal policy frameworks.

60. Through engagement with UN Member States, the UN system, VIOs and civil society, UNV will contribute to the inclusion of people-centred approaches and volunteerism in various national, regional and global processes, including the review of achievements against the MDGs, the updating of the Hyogo Framework, the convening of the fifth UN World Conference on Women (Beijing+20) and the defining of the new post-2015 and SDGs.   National and global outputs will also include follow-up reporting on GA resolution 67/138, including developing a plan of action to integrate volunteering in peace and development in the next decade and beyond, as well as UNV-facilitated inputs to national and global reports of the UN, inter-agency or system-wide

plans and global development conversations about the contributions of volunteerism to development and peace.

61. Building innovative volunteer solutions for peace and development can only be done when in partnership with relevant stakeholders from Governments, the UN system and civil society at large. UNV, as a catalyst, knowledge broker and/or convenor, will seek to develop new and innovative partnerships with UN Member States, private foundations and the private sector as part of developing innovative volunteer solutions, in particular where their specific skill-based knowledge and experience can contribute strongly.

C. Institutional Effectiveness

Result Area: UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources, and engaged personnel

62. UNV aims to ensure that it delivers quality results through motivated and engaged personnel (which includes staff and field personnel). This will build on the UNV change management exercise in 2009-2010, to ensure the most effective organizational structure, coupled with requisite personnel capacities. Engagement with UNV personnel is essential in developing strategic plans and initiatives to ensure accurate analysis and vision, and to ensure ownership of plans and commitment to deliver high quality results. Morevoer, UNV will be placing an emphasis on enhanced regional and country level capacities and outreach – i.e. placing UNV closer to its clients, partners and stakeholders.

63. Improved internal systems and processes will enable UNV to more efficiently manage its work, as well as capture, evaluate and report accurately on results. Therefore, UNV will review its business processes to ensure that more efficient and effective systems are in place. This will include review of the volunteer management cycle, related policies and procedures and continuous development to ensure they meet the highest standards, benefiting from best management practices and technologies where applicable. UNV will institutionalize a strengthened culture of results-based management (RBM), reporting, knowledge management, resource mobilization and accountability. RBM will be strengthened in corporate planning and reporting, as well as programme and project management. Necessary tools to ensure best utilization of RBM methodologies and compliance will be developed within the Strategic Framework period.

64. UNV will mobilize resources to deploy UN Volunteers through its priority programmes and projects. With the objective of raising up to US $50 million per annum by 2017 in programme funds, through stronger engagement with its traditional partners, while also engaging new partners from the emerging economies in the global South. These funds will be channelled through the Special Voluntary Fund, Cost Sharing Contributions, Trust Funds and for Fully Funded and UN Youth Volunteers.

65. UNV's resource base stems from three different sources: (i) regular 'core' (institutional) resources, allocated through UNDP; (ii) funds received from partner UN entities for volunteers mobilized; and (iii) contributions from external partners for programming and joint programmatic partnerships. Current funding projections show that regular 'core' (institutional) resources will not remain at the same level as in the past, and hence UNV will expand and diversify its resource base by engaging with traditional and non-traditional partners. UNV is pursuing growth within its programme, while committing to deliver efficiency and effectiveness

gains. With respect to programme financing, UNV will be specifically targeting strengthened partnerships for the Special Voluntary Fund (SVF), the UN Youth Volunteering Trust Fund, UN Volunteers who are Fully Funded and other cost-sharing opportunities. New and innovative mechanisms will be developed to mobilize private sector knowledge and resources through corporate private sector volunteering and other possible forms of corporate social responsibility engagement together with the UN system and other partners.

66. UNV relies on the support of UNDP to implement effective and efficient business practices. Relevant UNDP central units provide oversight of UNV's work (e.g. Office of Finance, Office of Audit and Investigation), while other UNDP units provide services to UNV on a partial cost-recovery basis related to non-UNDP core funded activities (e.g. Office of Information Systems and Technology, Legal Support Office). UNV will continue to strengthen its operational effectiveness and efficiency through i) improving its management efficiency ratio, ii) strengthening ICT related services, and administrative support, and iii) reducing its overall travel carbon footprint.

67. As part of its response to GA resolution (67/226), the quadrennial comprehensive policy review of UN operational activities for development, UNV will continue to invest in intra-agency rationalization of business operations as the common services manager of the common premises and services for the UN system in Bonn, Germany. In this capacity, UNV is a leading UN actor in the joint UN and Government of Germany initiative of establishing Bonn as a major hub for UN conferences in relation to UN climate change activities, as well as other UN activities.

VII.   Partnerships for Results

68. The achievement of the outcomes of this Strategic Framework will require the full support of and close collaboration with relevant partners. UNV works in partnership with UN entities and UN Member States, as well as civil society and VIOs in order to bring more people to actively engage in peace and development. The added value of UN Volunteers and volunteerism to our partners is that they contribute to stronger engagement with communities, civil society organizations, and youth. Likewise, partners gain a better ability to reach marginalized people, increased access to services, strengthened South-South engagement and that well-qualified UN Volunteers can be rapidly deployed. Within the UN system, UNV is unique as its programme work is implemented not only directly in partnership with, but largely in service for other UN entities, to deliver peace and development. To this end, UNV will build, strengthen and explore partnerships that will (i) leverage its overall resources for development; (ii) mobilize recognition for volunteerism; and (iii) provide innovation for widening inclusion of people in peace and development.

A. *Working with UNDP*

69. UNV's relationship with UNDP is essential in both programmatic and administrative terms. As UNV is administered by UNDP, it is fully aligned to UNDP's governance and administrative structures and reports to the UNDP Executive Board. UNV Field Units in 86 countries (as of 2013) are wholly integrated into the operational structure of the respective UNDP Country Offices and are represented by the UNDP Resident Representative. Programmatically, UNDP and UNV have shared values, a common history and the goal of supporting countries to achieve eradication of extreme poverty and a significant reduction in inequality and exclusion. There is a strong complementarity between UNV's focus on volunteerism and a strong fit with UNDP's

upstream, policy work, which is reflected in the fact that UNDP is one of UNV's biggest programme partners, accounting for 25% of all UNV programmes.

70. UNV is a key resource for community level presence, organization and action; reinforcement of social cohesion and local capacities through volunteers and voluntary work; development of volunteerism in local-level service delivery; specific aspects of South-South and triangular cooperation based on exchanges of skilled people to close critical gaps; outreach through deeper use of the UNV online volunteering service; and creation of opportunities in youth volunteering. Through systematic integration into UNDP's main areas of work, UNV will programmatically add value to key areas of mutual priority, in particular but not exclusively in: (i) creation of opportunities for youth leadership and engagement through volunteerism; (ii) capacity building for monitoring, analysis and reporting on development interventions; and in other areas such as (iii) Rule of Law (RoL) and Citizen Security; and (iv) Resilience to Natural Disasters and Man-Made Crises.

B. *Working with UN entities*

71. At the country level, UNV Field Units interact with UN entities to strategically and meaningfully integrate volunteerism into their areas of delivery. As part of this process, UNV works with UN entities to identify opportunities where volunteers add specific and unique value – with a deliberate effort to ensure equality of and equity in opportunities for people to engage. In programmes and projects which align with UNV's programmatic priority areas, UNV will proactively invest its resources with UN entities to demonstrate the potential that integrating volunteerism can have in creating a catalytic impact for development outcomes.

72. For example, UNV's partnership with DFS/DPKO has played a notable role in the attainment of peacekeeping and peace building objectives in a rapidly changing environment. It has been very successful in meeting objectives and has contributed to the achievement of DFS/DPKO peacekeeping mandates in a number of countries, primarily through the rapid engagement of highly skilled and motivated UN Volunteers. UNV will pursue global agreements with UN entities that strategically leverage volunteer modalities in their business models and support an enabling environment for their effective programmatic inclusion of UN Volunteers.

C. *Working with other key partners for volunteerism*

73. This Framework envisions a broader role for UNV to enhance capacities and widen opportunities for integrating volunteerism at the country, regional and global levels. This will be done with a multitude of stakeholders and partners, some new and some existing; including UN Member States, UN entities, institutional and inter-governmental actors, the corporate private sector, foundations, academia, civil society, youth organizations and other partners. UNV already engages successfully with many partners in support of its mandate, both in programmatic engagements at the country level as well as in regional and global programming, knowledge building and advocacy for the importance of volunteering for peace and development. In order to further leverage partnerships effectively, a reinvigorated strategic approach will be implemented to support the objectives of this Strategic Framework during 2014-17. Specifically, UNV will: (i) reaffirm the excellent relations with traditional partners which has allowed it to innovate and grow; (ii) additionally focus on particular partnerships with the emerging global south, working with these countries to seek to add value; and (iii) seek to develop new partnerships with foundations and the private sector, acknowledging that this will require a longer-term view, as UNV breaks new ground, to ensure it is done successfully.

VIII.   Monitoring, Evaluation and Reporting

74. UNV will improve and strengthen its Results-Based Management (RBM) culture, systems and processes. Implementation of UNV's Strategic Framework will be monitored in terms of progress made towards achieving results, as measured through outcomes and outputs within the IRRM.

75. UNV will enhance existing mechanisms, and establish new ones, for collecting data to strengthen its internal accountability systems. Since much of UNV's contribution to peace and development is performed through UN Volunteers working to support the mandates of other UN entities, the organization will leverage its technology-driven reporting systems for capturing and aggregating related volunteer data, including specific data related to gender. Additional tools will be established to record and measure the volunteerism advocacy efforts UNV undertakes directly with other stakeholders.

76. UNV will also develop integrated plans for monitoring, and reporting activities related to implementation of this Framework. This will include researching external sources and historic trends to establish baseline data for key results to which UNV plans to contribute. Systematic reporting on results and performance will be provided through UNV's annual reports and reports to the UNDP/UNFPA/UNOPS Executive Board. There will be a mid-cycle review of this Framework – at the end of 2015 – to assess implementation, and make necessary adjustments. This will also be an opportunity to ensure alignment with post-2015 development agreements.

77. While there have been some gaps in the evaluation of UNV's full programme of work, UNV will systematically assess and validate all of its results and the effectiveness and impact of all of its substantive activities in the Strategic Framework through thematic and country-level/global evaluations. Strengthening UNV's evaluation capacity will be important during this Framework period. As UNV is administered by UNDP, evaluations will be in accordance with the UNDP Evaluation Policy and related guidelines. To maximize transparency and accountability, evaluation reports and management responses continue to be available publicly.

UNV STRATEGIC FRAMEWORK: 2014-2017
Integrated Results and Resources Matrix
29 January 2014

I.   Introduction

The UNV Strategic Framework Integrated Results and Resources Matrix (IRRM) translates the UNV Strategic Framework 2014-2017 into results that allow UNV and stakeholders to monitor achievements, learn lessons, and hold the organization accountable for the funds entrusted to it.

The IRRM consists of two parts:

 i.   A detailed planning matrix, which articulates the two programmatic outcomes that UNV aims to contribute to, and the outputs that will lead to their achievement. It also outlines institutional effectiveness result areas, which supports the achievement of the programmatic outcomes. These are all measured with indicators, which in turn will guide the development of activities to deliver the outputs.
 ii. Three theories of change statements, which provide guidance in understanding the pathway to achieving UNV's results. The theories of change statements that underpin the envisaged work also highlight the risks and assumptions that will need to be addressed and kept abreast of throughout the Strategic Framework period.

The IRRM is based on a results chain that recognizes UNV's unique way of working. UNV works with volunteers in partnership with UN entities and Member States, as well as civil society and Volunteer Involving Organizations (VIOs), in order to bring more people to actively engage with peace and development. The specific, unique value of UN Volunteers and volunteerism to our partners is that they contribute to: stronger engagement with communities, civil society, and youth; a better ability to reach the marginalized; increased access to services; strengthened South-South engagement; and well-qualified UN Volunteers are rapidly deployed. When volunteers from different backgrounds, gender and age are placed in peace and development interventions they individually and collectively contribute to building organizational and institutional capacities for delivering peace and development results. Through these interventions, by more volunteers and volunteerism being better integrated into development processes, societies will become more cohesive and stable, with enhanced collective well-being.

UNV Strategic Framework Integrated Results and Resources Matrix Architecture

Impact **Changes in the lives of people**	**Societies become more cohesive and stable with enhanced collective well-being**
Outcomes **Institutional change and behavioral change**	UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes
	Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes
Outputs	Six programmatic outputs that are the changes / results directly attributable from UNV's products and services
Institutional Effectiveness	UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel

The foundation, on which the IRRM is built, has the following core elements:

1. Based on UNV's results chain, the IRRM enables UNV to show clearly how a strengthened internal capacity and capability will lead UNV to deliver on its programmatic commitments; how the commitments will be achieved and how these will contribute to both the work of partner UN entities as well as to overall internationally agreed development goals.

2. While there is a programmatic focus on five key priority areas for UNV's resource investment, it is important to recognize that UNV deploys UN Volunteers throughout the UN system to deliver its mandate. This means that UNV will contribute to a wide range of peace and development outcomes, depending on the priorities of Member States, as expressed through UN entities' programmes.

3. The IRRM will assist UNV in monitoring its outputs, while being held accountable for the delivery of these outputs in an open and transparent way, allowing all partners to understand the breadth, scope and resource requirements of the work of the organization. In turn, it enables Member States to see what outcomes and impact the organization is ultimately contributing to.

4. The level of resources is estimated based on projected future demand by programme countries and partners (using past expenditure as a guide) for products and services provided by UNV and income projections for the period of 2014-2017. The amounts are indicative only.

5. The IRRM was developed in accordance with Result Based Management methodology. Harmonized concepts and approaches were used as per United Nations Development Group Results-Based Management Handbook (2011). One of the challenges, in developing the results chain in this document, was attribution of results. By nature, UNV is mandated to support different UN entities in delivering development results. While there are important UNV standalone programmes, the majority of UNV's contribution is channeled through the deployment of UN Volunteers that serve various development and humanitarian activities of partner UN entities. Attempts to ensure the results chain captures UNV-specific contributions influenced the framing of indicators, outputs and outcomes. There was also a challenge in using indicators that measure impact and change at the beneficiaries' level due to lack of baseline data and difficulty in measuring targets.

6. Internal methodological notes for each indicator will guide how to measure and explain the approach to aggregation and disaggregation of data. The level of disaggregation possible for each indicator (e.g., by gender, age) will be dependent on the availability of data at country level. Monitoring and reporting on all indicators will be supported by data sources and evidence, with a balance of quantitative versus qualitative. For example, evaluative evidence as well as surveys and assessments will be used integrally to strengthen robust measurement, and facilitate learning and evidence-based decision-making

7. Lastly, a key principle within the IRRM is continuous improvement. The ability of the organization to continuously review and improve its programmes, projects and operations throughout the period will be fundamental to ensuring that UNV remains an organization that responds to the needs of Member States and the changing external environment in which it operates. As such, there will be a mid-cycle review of this Framework – at the end of 2015 – to assess implementation, and make necessary adjustments (in addition to internal annual reviews against the targets) – all of which will contribute to lessons learned and then adjustment of UNV's interventions (activities/outputs/resources) to ensure effectiveness in delivery of results (outputs/outcomes).

II. Outcomes and Outputs

Outcome 1: UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes			Resources: $945 million	
Outcome Indicator: *(assess progress against specified outcomes; they help verify that the intended positive change in the development situation has actually taken place)*			**Baselines** *(2013, unless noted)*	**Targets** *(2017)*
1. Percentage of partner UN entities reporting an effective contribution to their programme delivery by UN Volunteers and volunteerism			X%* *(*Partner survey to establish baseline)*	Y%
2. Number of beneficiaries positively impacted by UNV, in terms of the work of UN Volunteers, all UNV projects and UNV-supported work			X people* *(*New volunteer reporting system to establish baseline)*	X people
Outputs *(UNV provides specific support for the following results)*	**Output Indicators** *(output indicators measure only those results from schemes, services, plans, actions, etc., which are specifically <u>supported</u> by UNV)*		**Baselines** *(2013, unless noted)*	**Targets** *(2017)*
Output 1.1 Improved UN Volunteer mobilization by better forecasting of partner UN entity needs, and better delivery through responsive and innovative UN Volunteer solutions	1.1.1	Number of UN Volunteers mobilized per annum; disaggregated by: a. Female UN Volunteers in non-family duty stations b. UN Volunteers from the South c. UN Youth Volunteers d. International UN Volunteers	6,807 UN Volunteers a. 30% b. 81% c. 14% d. 72% *(2012 data)*	10,000 UN Volunteers a. 35% b. 81% c. 30% d. 75%
	1.1.2	Number of UN Online Volunteers mobilized per annum; disaggregated by: a. Female UN Online Volunteers b. UN Online Volunteers from the South c. UN Online Volunteers who are youth	11,037 UN Online Volunteers a. 59% b. 62% c. 62%	22,000 UN Online Volunteers a. 59% b. 62% c. 62%
	1.1.3	Number of UN entities with innovative, needs-driven programmatic agreements for the mobilization of UN Volunteers (formalized and agreed between the partner UN entity and UNV)	4 UN entities	10 UN entities
	1.1.4	Number of UN Volunteer modalities and initiatives being utilized by partner UN entities	8 modalities and initiatives	10 modalities and initiatives
Output 1.2 Volunteerism is integrated within UN entities'	1.2.1	Total financial volume of the annual UNV resources in UNV-UN partner joint programmes/projects in (a) youth; (b) peace building; (c) basic social services; (d) community	$X* *(*Baseline to be	$Y

programming through the implementation of UNV-UN partner joint programmes/projects in four priority areas: (a) youth; (b) peace building; (c) basic social services; (d) community resilience for environment and disaster risk reduction		resilience for environment and disaster risk reduction	*established)*	
	1.2.2	Number of other[1] volunteers, mobilized UNV-UN partner joint programmes/projects in: a. Youth b. Peace building c. Basic social services d. Community resilience for environment and disaster risk reduction	a. 34,964 volunteers b. 0 volunteers c. 9,304 volunteers d. 13,104 volunteers	a. 60,000 volunteers b. 10,000 volunteers c. 25,000 volunteers d. 25,000 volunteers
	1.2.3	Percentage of all UNV-UN partner joint programmes/projects that specifically integrate gender equality and empowerment of women	44%	100%
Output 1.3 The UN Volunteer assignment/experience is improved through effective support, including training and learning	1.3.1	Percentage of all UN Volunteers annually reporting a positive volunteer experience, disaggregated by gender	X%* A% male B% female *(*New volunteer reporting system to establish baseline)*	X% A% male B% female
	1.3.2	Percentage of departing UN Volunteers, at end of assignment, whose volunteer assignment and learning opportunities provided are reported to be valuable for personal and professional development, disaggregated by gender	X%* A% male B% female *(*New volunteer reporting system to establish baseline)*	X% A% male B% female

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[1] "Other" volunteers are those who are not UN Volunteers, but are mobilized by UNV directly or by partners with UNV support.

Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes			Resources: $51 million	
Outcome Indicators			**Baselines** *(2013, unless noted)*	**Targets** *(2017)*
1. Average national volunteering rates, as measured by the Global Volunteerism Index			X%* *(*a pilot global survey will establish baseline)*	Y%
2. Number of countries reporting progress in implementing national volunteerism frameworks (i.e. national development plans, policies, legislations)			52 countries (2012)	70 countries
Outputs *(UNV provides specific support for the following results)*	**Output Indicators** *(output indicators measure only those results from schemes, services, plans, actions etc. which are specifically <u>supported</u> by UNV)*		**Baselines** *(2013, unless noted)*	**Targets** *(2017)*
Output 2.1 Knowledge based on the value/contribution of volunteerism to peace and development results is expanded	2.1.1	Number of State of the World's Volunteerism Reports published	1 report	3 reports
	2.1.2	Number of UNV-supported studies on volunteerism in peace and development published annually	10 studies	15 studies
Output 2.2 Increased capacities of countries (governments, civil society and volunteer involving organizations) to foster volunteer engagement at the national and global levels	2.2.1	Number of UN General Assembly resolutions that reference the value/contribution of volunteerism	4 resolutions	8 resolutions

	2.2.2	Number of Volunteer Involving Organizations (VIOs) partnering with UNV, disaggregated by:
		   a. International VIOs
		   b. National VIOs
			X orgs.*
			a. A orgs.
			b. B orgs.
			*(*New volunteer reporting system to establish baseline)*
				X orgs.
				a. A orgs.
				b. B orgs.

Output 2.3 Volunteering schemes established or strengthened at the national and regional level	2.3.1	Number of operational national and regional volunteering schemes supported by UNV	9 schemes	29 schemes
	2.3.2	Number of other[2] volunteers, mobilized through UNV-UN partner joint programmes / projects in national/regional volunteering schemes.	22,500 volunteers	72,500 volunteers

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[2] "Other" volunteers are those who are not UN Volunteers, but are mobilized by UNV directly or by partners with UNV support.

UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel[3]			Resources: $38 million	
Result Statements	**Indicators**		**Baselines** *(2013, unless noted)*	**Targets** *(2017)*
Result Statement 1: UNV's leadership fosters a working environment in which personnel are better engaged and empowered	1.1	Percentage of personnel surveyed who expressed confidence in leadership and direction (per the results of the Global Staff Survey)	71%	76%

	1.2	Percentage of personnel surveyed who rate UNV favorably on (per the results of the Global Staff Survey):
		    a. Empowerment
		    b. Engagement
			a. 48%
			b. 71%
				a. 53%
				b. 76%

Result Statement 2: Human resource management is strengthened to ensure the attraction, development, deployment and retention of a talented, diversified and productive workforce	2.1	Percentage of personnel who are female:
		    a. At all levels
		    b. At P5 and above
			a. TBC%
			b. 38%
				a. 50%
				b. 50%

	2.2	Percentage of annual performance management and development processes completed (i.e., results planning and reporting, professional development and learning, and career development).	94% *(2012)*	100%
	2.3	Percentage of total UNV personnel stationed at field level (i.e., regional and country levels)	X%* *(*Baseline to be established)*	Y%

Results Statement 3: UN Volunteer management processes, policies and systems are enhanced	3.1	Average time taken for UNV to:
		    a. Submit potential volunteer candidates to partner UN entities (upon approval of a volunteer description of assignment)
		    b. Deploy a UN Volunteer (upon confirmation of selected candidate from the partner UN entity)
			a. 18 days
			b. 50 days
				a. 14 days
				b. 42 days

	3.2	Percentage of female UN Volunteer candidates proposed to UN entities	30%	50%
	3.3	Percentage of UN Volunteer candidate selections (excluding Fully Funded UN Volunteers) accepted by partner UN entities at first submission	65%	75%
Results Statement 4: Results based management at all levels	4.1	Percentage of UN Volunteers providing an results-based focused annual report on their individual contributions to partner UN entities results (i.e. through the Volunteer Reporting	X%* *(*New volunteer*	Y%

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[3] 'Personnel' refers to all HQ staff as well as field personnel – which includes UN Volunteers serving within the UNV Field Unit

of UNV is improved (including programme effectiveness, planning, reporting, monitoring and evaluation)		System)	*reporting system to establish baseline)*	
	4.2	Percentage of UNV project and programmes fully complying with standard UNDP monitoring procedures	X%* *(*Baseline to be established)*	100%
	4.3	Implementation rate of UNV evaluation management responses	38%	100%
Results Statement 5: Resource mobilization partnership base diversified and expanded	5.1	Amount of UNV programme finance resources mobilized, including: (a) the Special Voluntary Fund, (b) cost sharing, (d) Trust Funds and (d) fully funded UN Volunteers	$17.7 million	$50.0 million
	5.2	Number of countries/non-UN entities financially partnering directly to UNV, disaggregated by: a. UN Member States b. Other non-UN entity partners (Foundations, private sector corporations, etc…)	34 partners a. 26 b. 7	66 partners a. 52 b. 14
Result Statement 6: Strategic communications lead to improved awareness of the value of UNV and volunteerism among targeted partners and stakeholders	6.1	Reach by UNV to its targeted stakeholders through: a. UNV website b. UNV social media channels c. Conventional media coverage (i.e. TV/print/web media articles)	a. 2,258,864 visits b. 248,056 followers c. 2 TV interviews per annum/ 5 print interviews per annum/60 web articles per annum	a. 3,500,000 visits b. 320,000 followers c. 3 TV interviews per annum/ 7 print interviews per annum/80 web articles per annum
	6.2	Percentage of partners perceiving UNV as valuable to their organization	X%* partners *(*Partner survey to establish baseline)*	Y% partners
Result Statement 7: Operational support is more effective and efficient for (i) UNV programme delivery (through ICT, financial management and administrative services) and (ii) the UN system in Bonn	7.1	Percentage of total UNV expenditure related to management activities (Management Efficiency Ratio)	11%	8%
	7.2	ICT support service effectiveness, measured through the percentage of: a. ICT helpdesk requests resolved within three working days b. Time that all ICT core services are operational and fully functioning c. Time that UNV volunteer management applications are operational and fully functioning (including the scheduled maintenance downtime)	a. 85% b. 95% c. 90%	a. 90% b. 97% c. 95%
	7.3	Percentage of procurement cases completed according to the UNDP standards	X%* *(*Baseline to be established)*	Y%
	7.4	Percentage of UN entities in Bonn reporting satisfaction with common services	X%* *(*UN-Bonn survey to establish baseline)*	Y%

Outcome 1: UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes

<u>Analysis</u>

The most tangible way in which UNV supports UN entities to effectively deliver more results is by sourcing, recruiting and managing high quality UN Volunteers in UN programmes, projects and peacekeeping missions. As the majority of UN Volunteers contribute to delivering results integrated in the UN system, it is clearly a challenge to isolate UN Volunteer contribution. Nevertheless, while UNV cannot claim direct attribution for such results, this Strategic Framework attempts to show the linkage between the specific contributions of UN Volunteers and UN entities' results.

As outlined in the Strategic Framework, lessons from the past and an analysis of future opportunities have shown that different partners have been progressively relying on UNV in four areas: (i) basic social services; (ii) community resilience for environment and disaster risk reduction; (iii) peace building; and (iv) youth. UNV will, therefore, focus on these strategic priority areas, where it will allocate the majority of its programme resources – through programmes in which attribution to the achievement of results is more direct.

In 2012, in support of 27 UN entities, UNV deployed over 6,800 UN Volunteers from 159 countries in 127 countries – 81% of these UN Volunteers were from countries from the global South, 21% serving in their own country, and 14% were 29 and younger. Ensuring gender balance in all its operational engagements is a priority for UNV – this is particularly challenging for UNV in working in non-family duty stations, as in 2012, the percentage of female UN Volunteer in non-family duty stations was 30%. During 2005, the number of serving UN Volunteers peaked at over 8,000, which coincided with large peacekeeping missions and a single country programme with some 1,000 national UN Volunteers. Since then, with the closing of some UN missions and the above-mentioned country programme, demand for UN Volunteers has plateaued. Nevertheless, it is clear that over the life of the organization, the long-term trend of UN Volunteers mobilized is upwards.

<u>Assumptions</u>

Key assumptions are that if: (i) UNV improves its forecasting of UN partners' requirements for UN Volunteers, and better mobilizes UN Volunteers through more responsive and innovative solutions; and (ii) volunteerism is integrated within UN entities' programming through the implementation of UNV-UN partner joint programmes / projects in four priority areas of: (a) youth; (b) peace building; (c) basic social services; (d) community resilience for environment and disaster risk reduction; and (iii) the UN Volunteer experience is improved through effective support, including training and learning; then Outcome 1 will be successfully achieved.

Firstly, the level and nature of the contribution to UN entities by UN Volunteers has been documented in several reports. For example, following a request from the UNDP Executive Board for "further analysis to facilitate in-depth understanding of UNV activities and their impact", UNV reported: "The distinctive contributions of the UNV programme, UN Volunteers, and other volunteers associated with UNV, generate a range of outputs that contribute to achieving the MDGs". Particularly in the areas of access to services and service delivery, inclusion and participation, and community mobilization. "UNV brings authority, legitimacy, neutrality and universality, as well as the potential for scaling up

successful initiatives". This report also states that UN Volunteers themselves and volunteerism in general, bring "a solidarity-driven approach to many issues" (Executive Board Report DP/2006/24).

Secondly, in considering the needs of partner UN entities and, as noted above, given that UN Volunteers do make a positive contribution to the mandates of the UN entities in which they serve, it is assumed the demand for UN Volunteers will remain steady or increase in some areas, particularly in the area of youth. In order to increase the overall contribution, throughout the period of this Strategic Framework, UNV will aim to increase the number of UN Volunteers deployed. Given the call in the UN Secretary-General's Five Year Action Agenda, most of this increase will be youth volunteers mobilized through a new Global UN Youth Volunteer Programme.

UNV recognizes that the main factors driving the demands from UN entities for UN Volunteers need to be better understood, in order to better predict and plan for the short-term and long-term demand for UN Volunteers. As the demand for UN Volunteers is in part due to external factors, UNV clearly needs to strengthen efforts to proactively accompany UN entities in their programming with national partners and forecasting of the demand for UN Volunteers, through an expansion and more flexible use of existing modalities and initiatives. Within the same demand-related assumption, it is assumed that UN entities have the funds to recruit UN Volunteers. With funding cuts a reality for many UN entities, and some peace keeping missions ending their mandate, there is a risk for UNV, as outlined below.

In addition, in order to meet the variety of demands, UNV will add, to its current variety of modalities and initiatives, UN Youth Volunteers and short-term UN Volunteers, and develop/expand innovative engagement of other UN Volunteer initiatives, such as UN Online Volunteers, corporate private sector volunteers, and expatriate national volunteers. This greater scope of volunteer initiatives will both respond better to UN entities' demands and greatly expand the pool of potential UN Volunteers by making the programme more inclusive.

It is assumed that through this expansion of UN Volunteer modalities and initiatives, and the resultant increased inclusiveness, UNV will at least maintain the level of UN Volunteers from the South (at 80%), significantly boost the percentage of UN Youth Volunteers (from 14% to 30%), and while aiming to move towards gender parity for UN Volunteers, UNV will specifically focus in the problematic area of deploying female UN Volunteers to non-family duty stations (from 30% to 35%).

Alongside UN Volunteer mobilization is the UNV work on integrating volunteerism within UN entities' programming, through the implementation of UNV-UN partner joint programmes/projects focused in four priority areas. Based on the global context outlined in the Strategic Framework, UNV's efforts and programme resources are focused in these areas in order to make a transformational and cumulative impact on the lives of people. UNV will work through global, regional and country programmes and projects to deliver its results, in accordance with the individual requirements of programme countries

Finally, a key element of the theory of change for Outcome 1 is that UNV offers value-driven global citizens an opportunity to engage as volunteers in the work of the UN. Effectively harnessing the energy of these individuals and then supporting them in their volunteer 'experience' is critical to the delivery of impactful results. Only with empowered and sufficiently resourced UN Volunteers is it possible for UNV effectively to deliver on its mandate.

In order to meet the demand, UNV will have to ensure that the highest quality UN Volunteers are mobilized, well-managed and supported throughout their UN Volunteer assignments. This implies more targeted outreach, enhanced capacity for UNV Field Units, increased support to host UN entities, and enhanced information technology systems and processes for more efficient and effective

management of UN Volunteers. This focus also means improved UN Volunteer learning through a new volunteer learning strategy.

Key Risks

Risks	Management
UN entities have insufficient funds for UN Volunteers in their programmes - especially the expected demand for youth	Funding reductions to UN entities will further lead UNV to be more client-focused for partner UN entity needs. It will focus on better articulating and communicating the value proposition of UN Volunteers (as outlined in Outcome 1) to UN entities, tailored to their specific needs – especially in youth.
The necessary partnerships and resources for UNV joint programmes and projects is not forthcoming	UNV is changing the way it enters into programmatic partnerships with development partners and UN entities. With a new programme focus and a much stronger partnership approach in the programme development phase, UNV intends to mitigate this risk.
UNV cannot mobilize the people with the appropriate skills to be UN Volunteers, and find the required type of UN Volunteers to meet the demand	As new UN Volunteer solutions are developed, UNV will be innovatively looking at how it engages with global citizens who would like to contribute. This may include specific recruitment drives with civil society groups, academic institutions/professional bodies with which UNV has not engaged in the past.

V.	Theory of Change Statement for Outcome 2

Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes

Analysis

The past decades in development have demonstrated the following, which should be strongly considered and highlighted as a springboard for the future:

- People and communities are the levers of change who can and do affect peace and development challenges;
- Regardless of how well a country does or how fragile it is, when communities and civil society are permanently and positively engaged – and take responsibility in support of national efforts -- development actions are more effective; and
- Development resources have to be defined more broadly than just in financial terms: societies need to provide/invest in opportunities for all people to engage in collaborative participation.

Well supported and facilitated volunteerism that increases space for civic engagement, when integrated into national practices and policies, gives people and communities the opportunity to directly engage in their own development, shape responses to the country's social and economic situation, as well as the health of its environment, and be more prepared to fulfil potential as active citizens.

Within this context, from once being primarily a provider of volunteers to the UN system in support of Member States, UNV has evolved in terms of the size and spread of its mandate, results and activities. This has been driven by the changing external environment for peace and development and by the wider acknowledgment of the role of volunteerism globally and by inter-governmental legislation.

Starting with the International Year of Volunteers in 2001, the UN General Assembly has, through a series of resolutions, invited Member States and other stakeholders to accelerate momentum in the recognition, promotion, facilitation and networking, and integration of volunteering.[4] UNV has continuously been requested to track and promote progress.

At the heart of UNV's work is the commitment to increase the recognition and creation of opportunities for the catalytic role volunteerism plays to engage people from all walks of life in national and international development efforts and peace. Through various country and regional level collaborations with Member States, UN entities, and civil society, UNV has been sharing its specialized expertise in response to increasing requests for appropriate capacity development of national frameworks for supporting volunteerism and volunteer impacts.

Assumptions

UNV's key assumptions are that if: (i) public institutions and people come to play a complementary role in achieving peace and development results; (ii) and volunteerism is recognized and leveraged as a form of people's mobilization to actively contribute to the realization of those changes that will improve their sense of security and their level of social cohesion; then countries will more effectively

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[4] The most recent resolution: A/RES/67/138

integrate volunteerism within national frameworks, enabling better engagement of people in development processes– Outcome 2.

UNV has identified three key enablers in order to maximize people's contribution to their own peaceful living and development through volunteerism.

First of all, UNV will strengthen the knowledge base – especially in terms of research and measurement – of the critical role of volunteerism to peace and development, by convening partners and actors involved in studying and accompanying all forms of voluntary engagement. This will include piloting and establishing a Global Volunteerism Index as the basis of measuring volunteerism worldwide and its relationship with well-being. If wider knowledge is made available demonstrating the value and impact of volunteerism by women, men, boys and girls, from all social, ethnic, cultural and economic backgrounds, then Member States, UN entities and civil society will intentionally involve more people in their efforts towards peace and development.

Secondly, in a world of competing priorities, Governments and organizations too often attempt to take the burden of planning, formulating and delivering results on themselves, leaving the strength that people may bring to national efforts relegated to informal spaces, spontaneous initiatives or to the notion that voluntary action may be "nice, but not necessary". UNV commits to increase capabilities and partnerships to widen spaces at national, regional and global level for volunteerism as a form of civic engagement, so that its value and contribution may become part of the new development agenda.

A third enabler for Member States, UN entities and civil society to further leverage volunteerism in the design and implementation of their actions for change, has to do with the capacity to mobilize and manage volunteers, in different contexts and spaces: so that the demand for voluntary support and the offer of skills and dedicated time will become more efficiently and effectively linked. In fact, if the capacities of Governments, civil society and other development actors increase in setting-up and strengthening frameworks of local, national and regional volunteering schemes and conducive legal policies, then the opportunities for people to engage will be widened with an evident multiplier effect in delivering peace and development results.

Key Risks

Key Risks	Management
The post-2015 development framework does not include acknowledgement of the role volunteerism plans in achieving successful peace and development results	As success in this outcome is crucial for the integration of volunteerism in peace and development in the implementing and monitoring of the framework, UNV will need to be proactive in brokering broad, successful partnerships at different levels.
Resistance is found in global, regional and national fora to open space for citizens to voluntarily mobilize in peace and development activities;	The evidence of the benefits of volunteerism and civic engagement for the achievement of national priorities and sustainable results needs to be documented and strategically communicated.
Success factors such as gender mainstreaming, inclusion, and accountability are not sufficiently addressed in national frameworks, volunteerism infrastructure, volunteering schemes, etc.	Knowledge sharing and culturally competent capacity development should be provided by UNV, based on practical experience and expertise in the key success factors as well as volunteerism.

VI.	Theory of Change Statement for Institutional Effectiveness

Result Area: UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel

<u>Analysis</u>

It is critical that UNV's operations are managed by personnel who benefit from a stimulating and enabling environment for them to perform optimally. This implies that the organization needs to establish its resources, communications, Results Based Management (RBM) practices, structures, systems, and processes in a manner that allows its personnel to perform the numerous activities needed to achieve the outputs within the IRRM.

In the context of evolving client needs, and redefined global peace and development priorities, UNV needs to consciously adapt to, improve and develop new products and services, often in a process of co-creation with its partners. It also needs to convincingly articulate and provide evidence on the value it continues to bring into the global conversation towards leveraging human and financial resources for peace and development. In this regard, the organizational capacity to analyze and demonstrate the specific contribution of volunteering to the outcomes of partner UN entities, as well as to higher level development outcomes and impact, will become increasingly important. This requires deepened relationships with existing partner UN entities as well as broader outreach to more UN entities.

<u>Assumptions</u>

Managing and empowering people: a well-managed and empowered work force is the backbone of an effective and efficient organization. This will require leadership that engages and empowers personnel throughout the organization.

An improved work environment for UNV personnel, both at headquarters and within the Field Units, with clear job descriptions and adequate empowerment are essential. This will need to be accompanied by appropriate learning and professional development opportunities for staff and will form part of a larger Human Resource strategy.

Updated structures, processes, and systems, in consideration of the evolving development environment, UNV will optimize its current organizational structure, including through strengthened capacity at the Field Unit level. This capacity will allow UNV to work more effectively at the regional level through engagement with different programmatic partnerships in a holistic manner and be able to respond to multi-sectoral, multi-country and multi-partner needs.

Organizational systems, tools and mechanisms for volunteer management and volunteer reporting are critical business needs. Significant financial investment and cross-sectional effort will be required to make necessary enhancements to existing IT systems and applications. Detailed data related to UN Volunteer assignments and results achieved will allow UNV to better measure the effectiveness of its placement modalities for the volunteer and the partner UN entity. As well, it will provide improved understanding of an assignment's contribution to results and provide lessons for improving the design and delivery of future UNV assignments.

In order to manage more complex development programmes and projects, business processes as well as monitoring and reporting systems, based on RBM principles and UNDP rules and regulation, will be

improved. Improved systems and processes will strengthen UNV's capacity in programme quality assurance and its ability to deliver planned development results effectively.

A sound programme resource base - UNV's growth plans for the period 2014-2017 demand expansion and diversification of the organization's partner base in order to ensure the needed resources. This will require UNV to deepen existing relationships and explore new opportunities, in order to engage partners more in the process of building new and innovative volunteer programming.

The organization will continue to operate through the following partnering mechanisms: a) the Special Voluntary Fund (SVF), b) cost-sharing, c) the UNDP/UNV Youth Volunteer Trust Fund and other trust funds, and d) Fully Funded (FF) UN Volunteers. Particular attention will be devoted to emerging economies from the global South in order to expand UNV's base of partners and resources. UNV's engagement with a diverse range of partners will result in providing increased and meaningful opportunities for volunteers to contribute fully to the delivery of peace and development objectives.

UNV will develop tailored communications products for the different partners and audiences. Such focused and strategic communications, including websites and campaigns, will better convey UNV's results and effectively articulate the benefits of volunteering for peace and development.

Management resources and financial sustainability are needed. Efficiency gains through updated business processes, enhanced systems and strengthened capacity of personnel are assumed to be large enough to offset the additional effort required to support the increased business volume. Planned investments in additional field-based personnel and in new technology will be partially covered through factoring necessary resources into projects delivering on UNV's priority areas as outlined under Outcome 1. As a result, management expense as a percentage of UNV's programme delivery is expected to drop.

An expanded base of programme resources, planned optimization of the structure as well as updated processes and systems noted above will address the financial challenges inherent within UNV's IRRM and within the realities of a fast-moving global resource environment. As such, these elements will form the cornerstone of a comprehensive long-term Budget Strategy for UNV.

Key Risks

Risks	Management
Inability to raise required programme resources due to various reasons: • Changes in the macroeconomic environment that adversely affect Member States' ability to increase contribution • Reduction in programme finances of UN entities, affecting funds available for UN Volunteer assignments • Insufficient demand by partners for the products and services that UNV provides for engaging more UN Volunteer	A key element of the current plan is the expansion of UNV's resource base and partnerships for effective delivery of development results. UNV is working on developing its Partnership Strategy within the Framework period, which maps out the scenarios to mitigate impact on UNV with diminishing development aid.
Demand for UN Volunteers by UN entities is partly driven by external	Within the Framework, UNV plans to adapt intentional volunteer mobilization planning which would include data

circumstances, particularly in the case of peace keeping missions. A sharp reduction in these operations could impact the number of UN Volunteers and thereby UNV's income	collection on external factors affecting UN Volunteer mobilization. This will better equip UNV to cope with external factors to the best possible extent.
The ability to track and demonstrate organizational effectiveness is predicated upon access to tools and mechanisms that allow sophisticated data collection and mature RBM practices.	Plans to boost RBM in strategic planning and reporting across the organization are integrated in the Framework. Staff learning and development will therefore have to include RBM skills.